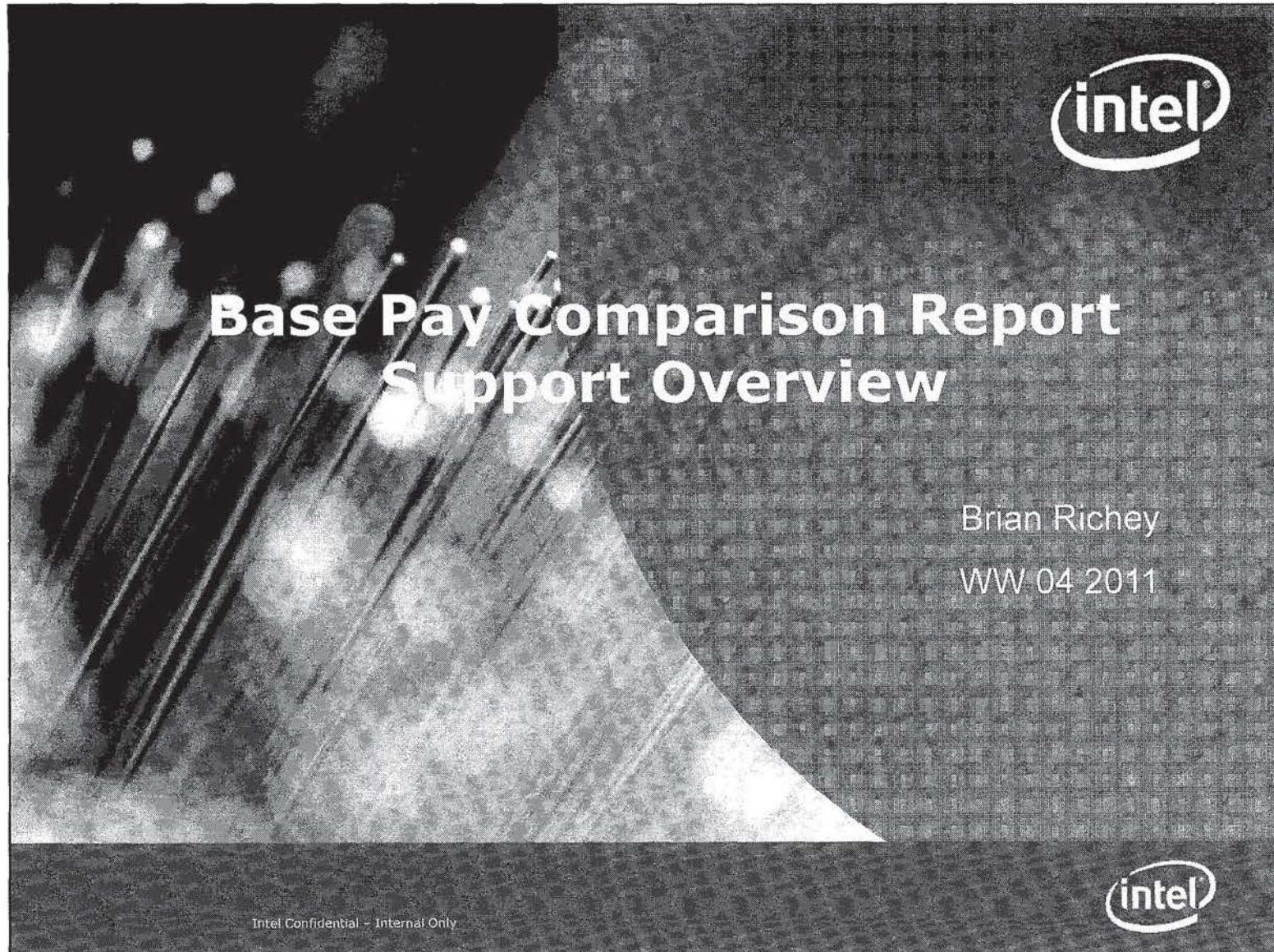
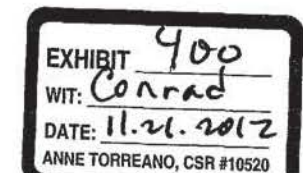


**EXHIBIT 400 TO  
CISNEROS DECLARATION  
REDACTED VERSION**



400.1

Confidential - Attorneys Eyes Only - 765825DOC001211





# Agenda/Objectives



## Objective:

- Provide overview of new report for awareness

## Agenda:

- Report Overview
- Schedule
- High Level Design
- Support
- Next Steps & Opens

400.2

2

Intel Confidential



# Pay Transparency Project



- **Opportunity**

- Improve Manager/BGHR pay decisions
- Boost perceived C&B value and pay transparency
- Increase competitive-pay confidence in Managers
- Increase Employee retention, effort, and focus
- Ensure competitive pay in Staffing offers
- Effectively spend Focal budgets

- **Vision**

- Provide a single point for relevant and actionable information to improve effectiveness of people management:
  - Relevant - information that directly tied to the manager role and level within the organization.
  - Actionable - information that will alert the managers as to when and what kind of action needs to be taken in order to meet operational or strategic targets
- Base pay design is and is perceived to be FAIR and EFFECTIVE

400.3

3

Intel Confidential



# High Level Requirements



Report Concepts: 1,2,4 & 5 would be based on current GENI data, Focal cycle results would reflect in reports after April 1<sup>st</sup> annually

Release 1

1. Enable Managers view their direct staff's pay comparisons to internal and external market pay ranges in graph and grid/tabular formats, emulate sub managers
  - Target Audience: ~1000 Managers who are participating in the Focal Pilot<sup>4</sup>
2. Enable BGHR/C&B/Staffing to emulate 1 manager and see the direct staff report for this manager (same report as # 1)
  - Target Audience: ~ 100 BGHR and ~100 C&B/Staffing
3. Provide Pay Transparency report usage data
  - Target Audience: Project Team of <10
4. Enable BGHR to filter on the entire Intel population and get employee level data (graph/grid) per filter selection, includes aggregated data
5. Enable Managers to filter on their entire Organization and get employee level data (graph/grid) per filter selection, includes aggregated data
6. Enable real-time modeling of Focal pay changes made by a Manager for their direct reports/Focal Group and compare to internal and external pay ranges (during the 4 week Focal window)
  - Focal 2011/2012 project scope for post 2011 cycle effort (Q3 2011 timeframe)?
  - Design future in Mgr Dash, additional fields in Focal Tool - TBD
7. Provide C&B way to configure data
  - Percentile ranges and add/edit/delete pay groups

400h

4

Intel Confidential





# Report Entry Point



400.5


5

Intel Confidential




400h

# Latest Mock Up



**Data informs rather than prescribes decisions**

6 Intel Confidential 

## Latest Mock Up – EE Detail



400.7

7

Intel Confidential





# Manager Grid Mock Up



8.00h

8

Intel Confidential



## Schedule for Q1 2001 Release



Phase	Estimated Dates	Status
Project Charter Approved	WW 43-46	Done
Exploration	WW 47	Done
Planning/Design	WW 48	Done
Development/Testing	WW 49-03	On Track
Deployment		
• Silent Release	WW 04	
• Go-Live to Stabilization	WW 05-09	
• Retrospective into next Release	~WW 10	

400.9

9

Intel Confidential



# High Level Design – R1



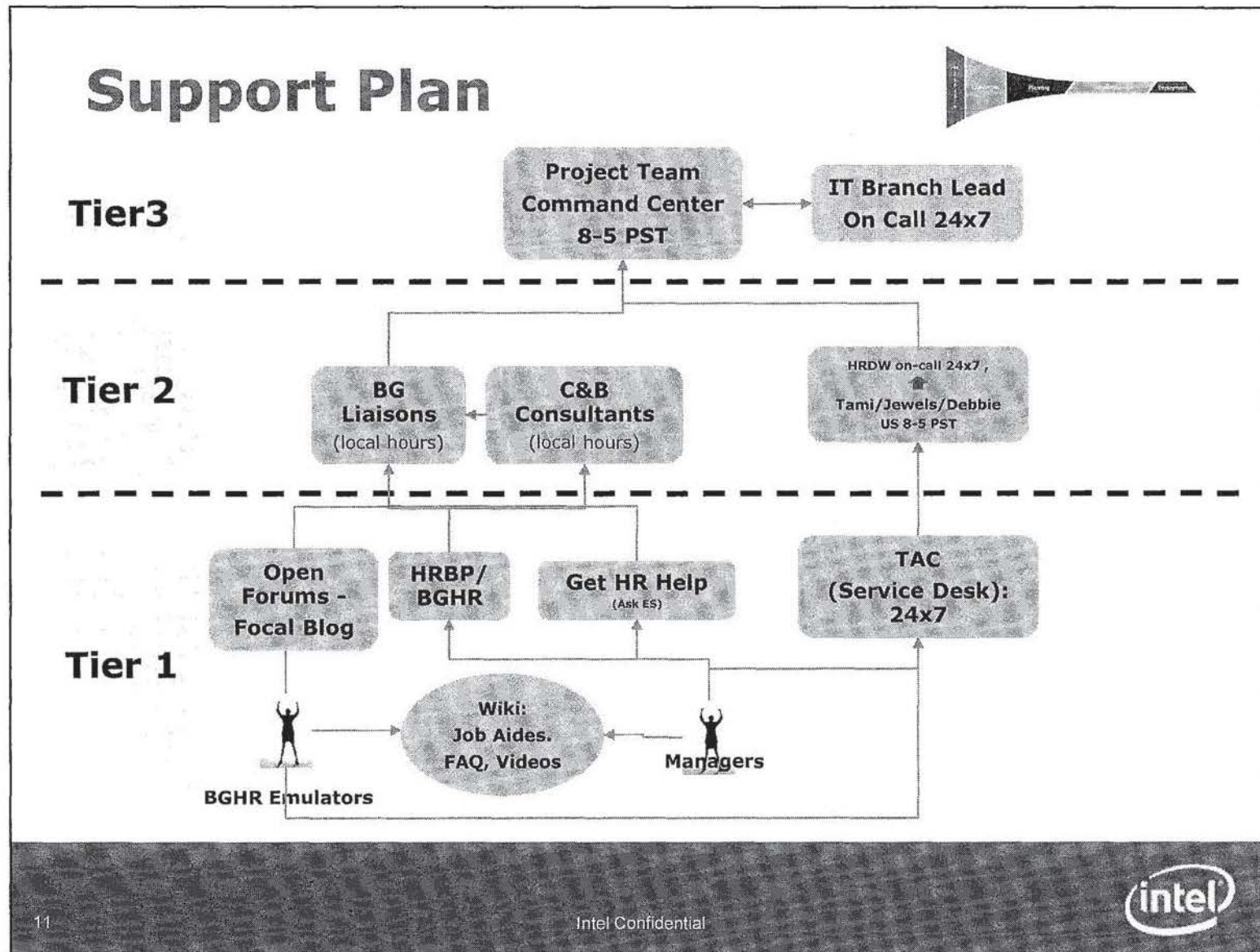
01-00h

10

Intel Confidential







 Back

## Focal Pilot-Base Pay Alignment



Biz Group	# Mgrs in Org	# Mgrs Using Pay Report	BG Liaison	HRBP Supporting Pilot participant groups		
				GAM/LAR	GAR	GER
HR	245	245	Pilar V	Amber Damron; Raina Rhodehamel; <b>Pilar Velez</b> ; Victoria Molina	Preethi Madappa	Sue Cook
Corp Svcs	244	244	Randy B	<b>Randy Baca</b> ; Anita Gonsiorowski; Lea Ann Hansen; Renee U Rogers; Kathy L Rons; Christine A White; Jenny L Whitty; Margoth Calderon	Suan Nee Khoo; Zoe Chen	Sarah Purcell; Maya Kroizman; Sheya Yosefovich; Julia Kurkova; Simon Vizard
DHG	120	120	Mike J	<b>Mike Jordan; Trisha Sparacino</b>	Weiya (Addy) Zhu	Martin Hallows
LCA	121	121	Linda I	<b>Linda Ingoglia</b> (primary GAM); (Lynsee Luque & Wendy Modlin , Secondary GAM) Cristiane Carvalho	Mary Anne Narcisco	Mary Anne Schneider; Simon Vizard
PRMD	66	66	Stacey L	<b>Stacey Lindsey Amy Wohlsein</b>	Siew Yen Ooi	--
SMG	727	10 -SMG Staff only	Kelley C	<b>Kelly Cassetta; Kelly Ketchmark</b> ; Julie Benson; Lisa D Miller (HR); Lisa Richardson; Deb Sedgwick ; Cristiane Carvalho; Fermin Laguarda	Leah Yang; Jing Zhao	Joe Torpey
FIN	515	126	Lincoln Foster	Chasity Fulton; Kristen Porter; John Roberts; Archana Vineet; Marguerite Wade; Dan Winter	Scott Holman; Ying Zhu	Yahel Lipshitz; Adam Sweetman;
Other	N/A	~50 from 2010 pilot and <5 IT HRC Mgrs for support	Danny McKell	Paulette Hanson, Lincoln Foster, Damien Rhodes	n/a	n/a

**BG Liaison will coordinate all details and communication for exceptions within their biz groups**

12

Intel Confidential





# Back Up

400.B

13

Intel Confidential





# Testing Summary



- Test scripts completion:
  - 3 testing scripts were executed 20 times, included unscripted testing:
    - Managers script- 8 executions
    - BGHR script- 6 executions
    - BGHR non HR4HR script- 6 executions
- Performance and Manager UAT testing completed
- All known defects are closed
- 2 change requests (10 items) were accepted and developed during the testing phase

Severity	Number Open	Number Closed	Number Deferred	Total
Showstopper	0	0	0	0
High	0	14	9	23
Medium	0	25	10	35
Low	0	14	24	38
<b>Total</b>	<b>0</b>	<b>53</b>	<b>43</b>	<b>96</b>

4/10/14

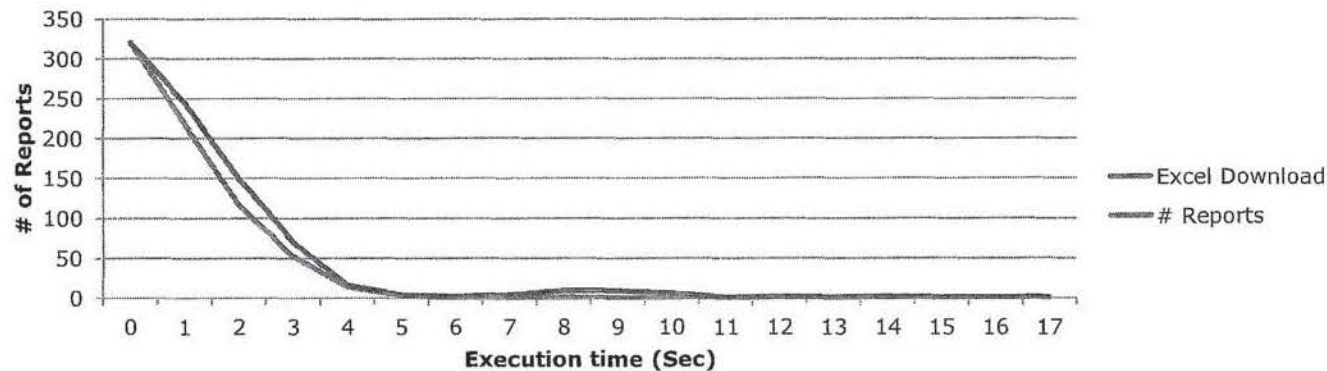


# Performance Testing



- All the performance testing were executed in a focal period environment (extreme load on the servers)
- 727 reports simulations ran, average execution time on the server side:0.7 seconds.
- 118 Download to excel simulations, average execution time on the server side 4.43 seconds. only for all Intel organization data the simulation time was more than 7 seconds.

**Reports\Download to excel per execution time**



5/1/08h

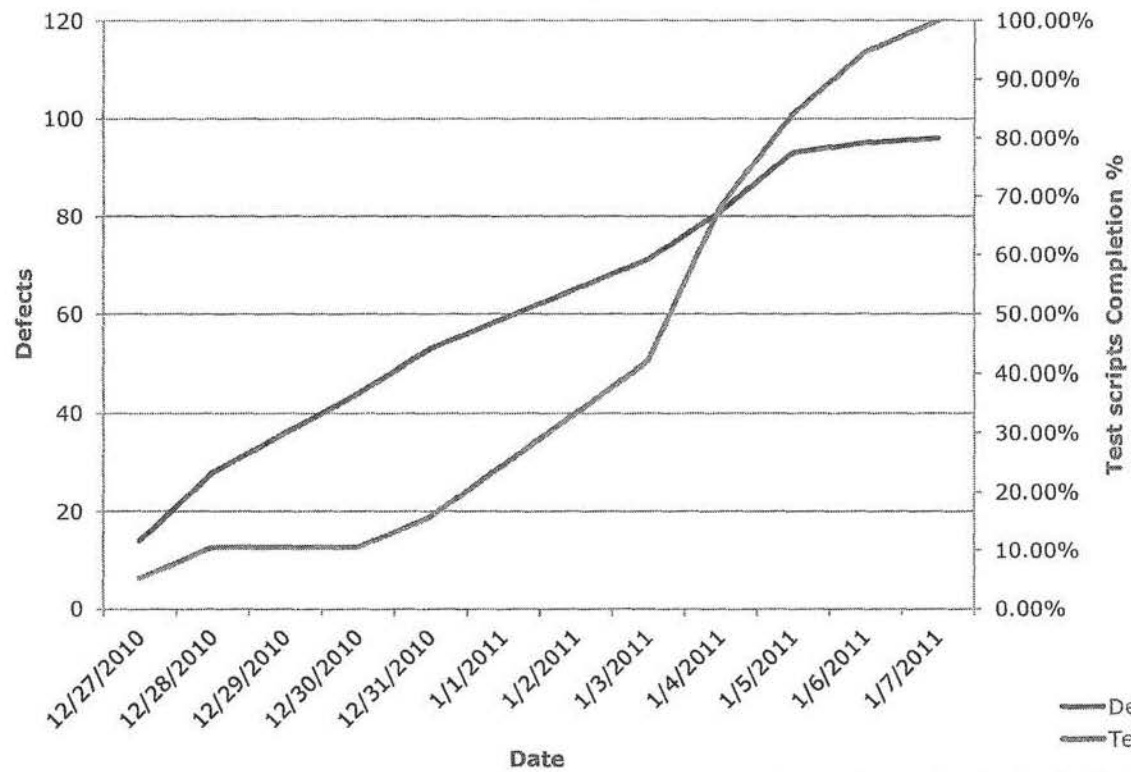
15

Intel Confidential



# CDAR chart

*Cumulative Defect Arrival Rate/Test scripts  
Completion %*



4/00/16

16

Intel Confidential





## Applying Pay Report to Focal Decisions



- Situation: Average performer is among the highest paid for their comparator groups (e.g., 90th percentile of external market or Intel peers)
- Action: [REDACTED]
- Situation: Average performer is highly paid (e.g., above the 75th percentile)
- Action: [REDACTED]
- Situation: Repeat high performer is paid less than the 25th percentile
- Action: [REDACTED]
- Situation: Employee with multiple years in grade is below 50th percentile
- Action: [REDACTED]
- Situation: The Intel Peer Data and External Market data aren't aligned or no data is displayed
- Action: [REDACTED]

400.17

17

Intel Confidential



## Resources for all phases / Budget



Headcount Skill / Type	Resource Name	HC
HR/IT PM	Keith & Brian	1.25
Focal/Mgr Dashboard	Beth	.25
HRDW/BI (SA and Testing)	David B/Michal M	1.25
C&B Analysts	Danny McKell/Carol B	.75
TCM	Joan Hallstein/Tracy Ross	.5
Other SME/Testers	TBD	.5
Total uncommitted headcount (approval request)		
Total headcount		

Non Headcount Expense	Description	Amount
Travel		\$5k in Q1
Consulting		0
HW/Licensing, other BTI		0
Total		5k

400.8

18

Intel Confidential



# ITBC Scorecard (IT only)



## ITBC Scorecard

One List ID: 7209

Project Name: C&B Data Transparency

Project Manager: RICHEY, BRIAN T (BRIAN)

Ops Level 1: Enterprise Capability Controls & Complia

Scorer: Fania. Moty

## Compliance Scores

### Summary - Pre-Commit Response

You must select a certified scorer name before scoring is allowed.  
**Note:** To show compliance, all ITBC Scorecard questions must be answered at Commit.  
 However, SUBMISSION (which locks the scorecard from further changes) is not required until Go/No-Go.



400.19



Back

## Design Status



- Detailed Design – Done
  - Anticipation of future needs included in Release 1:
    - More frequent refresh of external market & currency rate data
      - More than just 2x/year as required by C&B
    - Large volumes of direct reports for managers
      - Includes multiple org units for one manager
    - Log of report usage
    - Handling extreme pay ranges
  - Designing in now for future requirements:
    - External market description per employee
    - External market/ Internal market Historical data
    - C&B configuration for peer group & percentiles
    - Security access aligned to Mgr Dash roles/exceptions
    - Present data for executive grades
    - Real-time modeling of Focal data during 4 week Focal window

400.20

20

Intel Confidential



# BHGR Emulation Mock Up



400.21

21

Intel Confidential







## Project Scope



### •In Scope

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### •Out of Scope

- Diversity-specific pay data
- Any other report or Dashboard changes (not related to pay)
- Focal 2011 or Focal Pilot support or changes
  - But will coordinate with them

400.23



## Business Value Summary



- **Improved Manager Confidence and Understanding:**

- Providing quality pay comparison data to Managers increases understanding and improves merit allocation decisions, thus enabling productive pay conversations with direct reports and improves Employee Relations, retention, and reduces legal risk

- These can be measured through existing Org Health Survey, Focal Manager survey feedback, and retention metrics

- Enabling competitive salaries in job offers improves Employee Relations and retention

- **Cost Avoidance:**

- Enabling Managers to make better pay adjustments (within annual Focal budgets) prevents future unplanned Salary Market Adjustments (SMA)

- \$1-15M per year (to be verified and updated at end of Explore)

400.24



## Business Transformation



Today	Future
Managers have access to <b>less relevant pay data</b> during Focal cycles, thus not as informed decision for merit allocation	Manager access to <b>more relevant pay</b> comparison data during Focal cycle, thus enabling better decisions on merit allocation
Managers may feel that they have to follow a <b>prescriptive approach</b> or strict tool guidelines during Focal cycle, may feel uncomfortable in communicating results	Managers are <b>empowered to have more discretion</b> during Focal cycles and feel comfortable communicating results to their direct reports
Pay strategies <b>not well understood</b> by Managers and employees (closed curtain)	<b>Increased Manager understanding</b> and confidence to communicate and educate their direct reports on pay strategies (pulled back curtain and transparency)
EE pay discussions with managers are <b>not always productive</b> , results in distractions, and worst case may leave Intel	<b>Increased productive pay conversations</b> between manager and direct reports Transparency of pay expected to <b>increase EE retention and improved ER</b>
Staffing makes offers based on <b>internal equity</b>	Staffing makes <b>more competitive offers</b> based on better internal and external comparison data





## Alignment with Strategic Priorities



HR Strategic Objectives (SO):



IT SO:



26

Intel Confidential



400.26

## Key Features / Requirements



- Enable individual pay comparisons against internal and external pay ranges
  - View internal peer group pay range based on employees in similar jobs at Intel with ability to refresh on a regular basis
    - Includes pay distribution statistics, statistical calculations, etc.
  - Provide an external or “market” pay range with ability to refresh on a regular basis
- Ensure new pay range data and comparisons are available year around
  - During Focal window for base pay decision-making
  - Ongoing pay management (hires, saves, trending, etc.)
- Display pay ranges as read-only graphical and tabular formats
- Data access restricted to “business need to know” for Managers, BGHR, C&B, and Staffing
- Provide Administrative tools for C&B to adjust limited data elements and view usage data

400.27

27

Intel Confidential



## Key Stakeholders



Key Stakeholder Name	Org / Group	Relationship Owner
Ogden Reid/Claire	C&B	Keith/Brian
Pascal Veysseire/Itay	IT	Brian
Dorenda K	Focal and Mgr Dashboard Tools	Beth Barrer
Greg Keating	Focal Process Owner	Beth/Brian
Managers (EE secondary)	All Orgs	BGHR
Devra/Tony/Claire	Focal and Pilot Sponsors	Danny
Joan H, Tracy Ross, Pilar Velez	BGHR/Emp Comms/Focal Pilot	Danny/Brian
Gayle Carda	Legal/Controls	Danny

400.28

28

Intel Confidential





## Critical Success Indicators

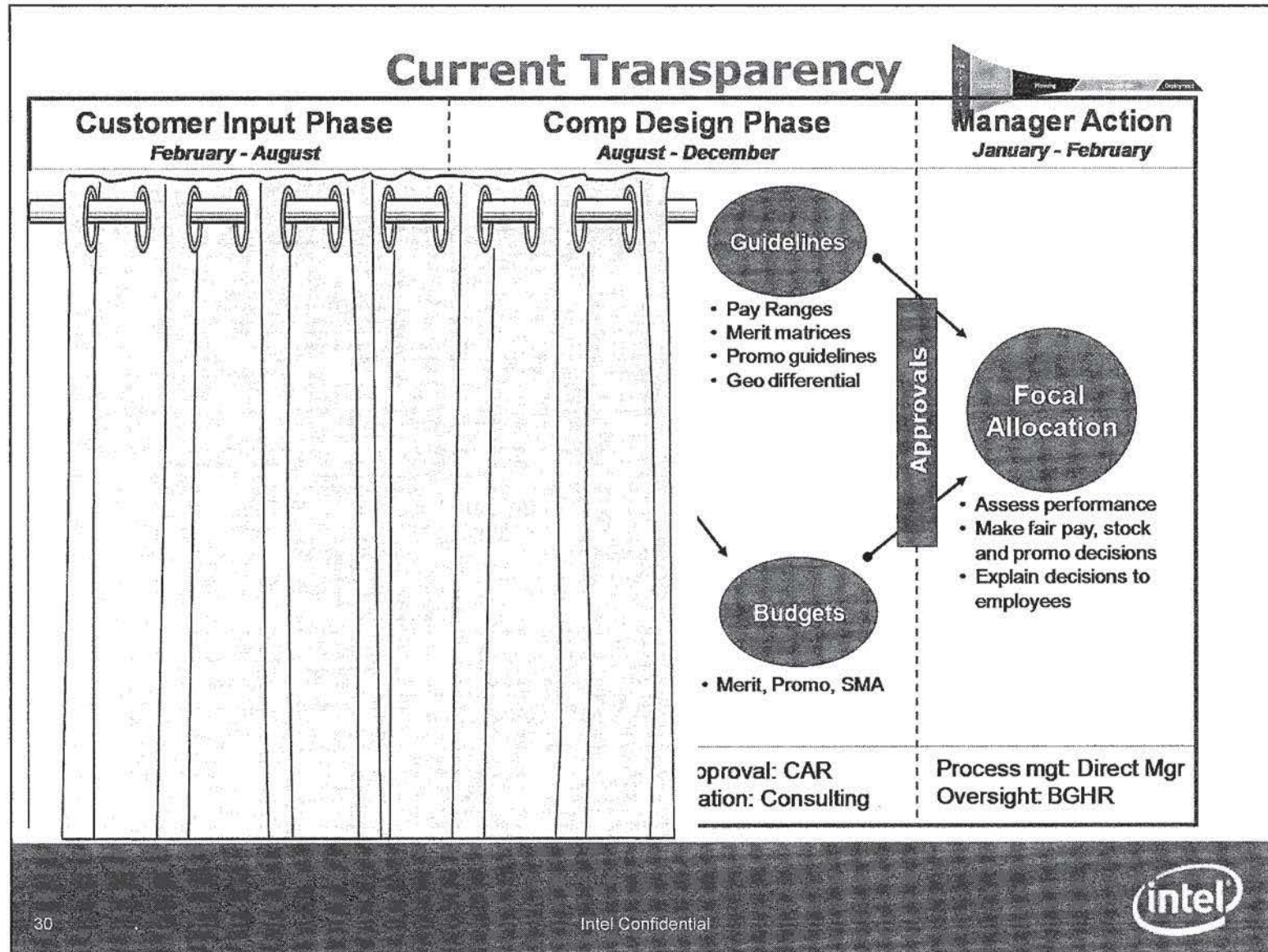


Value Dial or Value Driver	Metric	Goal	Baseline/ Current State	Actual Result
Time to market	Work Week	Release 1 by Focal 2011 go-live (WW 05)	N/A	Complete for closure decision
Biz Transformation	Report Usage	90% Pilot Managers access new pay reports during Focal 2011 cycle	N/A	Complete for Phase 1 closure decision
Employee Relations -Retention -Mgr Knowledge	OHS C&B Question Results	X% positive scores	Establish baseline in OHS 2011	To be measured in OHS 2012
Cost Avoidance	Cash	\$ 100k per year	Danny	To be measured in 2012 and beyond

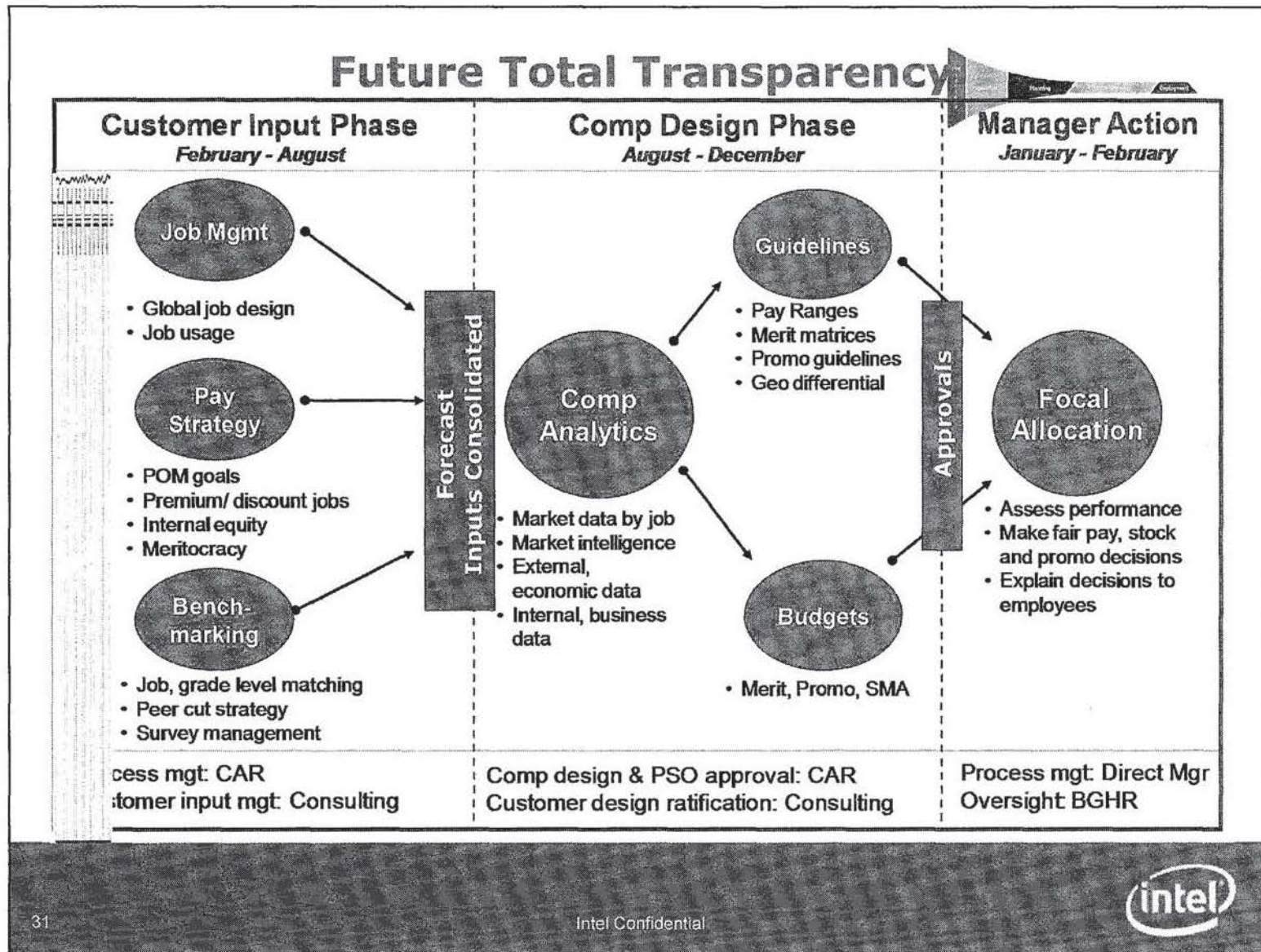
29

Intel Confidential



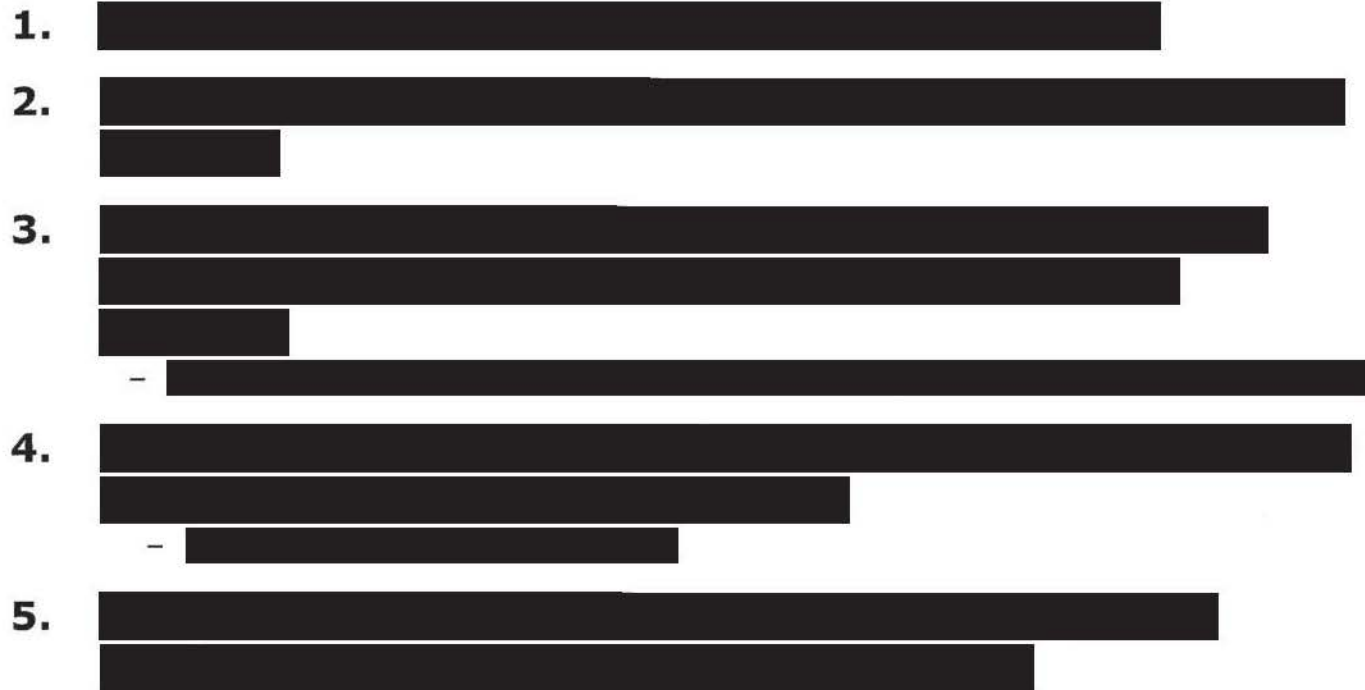








## Base Pay Strategy



400.32

32

Intel Confidential



## Enabling Mgr Pay Decisions



### Future Pay Modeling

- [Redacted]
- Pro:
  - [Redacted]
- Con:
  - [Redacted]
  - [Redacted]
  - [Redacted]
  - [Redacted]

### Show Current Pay

- [Redacted]
- Pro:
  - [Redacted]
- Con:
  - [Redacted]

400.33

33

Intel Confidential



